



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND  
1777 HARDEE AVENUE, SW  
FORT MCPHERSON, GEORGIA 30330-1062

20 OCT 2010

AFOP-TR

**MEMORANDUM FOR Commanders, Major Subordinate Commands/Units  
Reporting Directly to Forces Command, Army National Guard Bureau, United  
States Army Reserve Command and Army Service Component Commands**

**SUBJECT: Forces Command (FORSCOM) Training and Leader Development  
Guidance (FCTLDG) – Fiscal Year 2011–2012 (FY11-12)**

1. **Purpose.** This memorandum provides command guidance to FORSCOM subordinate commands and informs the Army Service Component Commands (ASCCs), the Army National Guard (ARNG) and the United States Army Reserve Command (USARC). Our purpose is to plan, resource, and conduct individual and collective training to meet global readiness requirements. The information contained in this guidance supplants outdated sections of references 1g through 1i (see enclosure 1). All commanders will comply with the written guidance found in this document and the references found in enclosure 1.

2. **Mission.** Forces Command trains, mobilizes, deploys, sustains, transforms, and reconstitutes conventional forces - providing relevant and ready land power to combatant commanders worldwide in defense of the Nation both at home and abroad. Our training supports our mission, conforms to doctrine, and focuses on fundamentals in order to enhance the confidence and competence of our Soldiers and leaders.

3. **Vision.** As the lead for the Readiness Core Enterprise (RCE), we effectively and efficiently execute and manage the Army force generation (ARFORGEN) mission process and its collective outputs. Forces Command provides combatant commanders (CCDR) with full spectrum capable land forces comprised of disciplined, properly trained, equipped, and well led Soldiers who can win decisively; while operating at a tempo that is predictable and sustainable in the all volunteer force.

4. **Intent.**

a. My intent is to build a versatile mix of tailorable and networked forces in order to fully support the CCDR's requirements using ARFORGEN to build collective, progressive readiness. Our focus is on combined arms operations training based on Full Spectrum Operations (FSO) mission essential tasks lists



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(METLs). The ARFORGEN RESET, Train/Ready (T/R), and available force pools (AFP) will frame our effort.

b. Forces Command's efforts are aligned with and support the Army Chief of Staff's (CSA) four imperatives – Sustain, Prepare, RESET, and Transform. These four imperatives enable us to remain dominant across the full spectrum of operations and reflect my priorities. RESET is critical to our continued success and commanders must restore units to a level of mental and physical readiness necessary for future missions. We must focus on health promotion, risk reduction, suicide prevention, comprehensive Soldier fitness and a Master Resilience Training (MRT) bridging strategy. The RESET goal is healthy, fit formations that are organized for training.

c. We will provide trained and ready forces by executing the Army Training Strategy focused on FSO to include counter-insurgency (COIN) operations, support to civil authorities, and deterring or defeating hybrid threats and hostile state actors. We do this by reinvigorating both home station and Combat Training Center (CTC) training around the Army using the approved FSO METL and specifically against a battlefield framework that incorporates Wide Area Security (applying complementary and reinforcing elements of combat power to achieve advantages over the enemy while exploiting successes) and Combined Arms Maneuver (applying elements of combat power in coordination with other nations military and civilian capabilities to deny the enemy positions of advantage while protecting forces and consolidating gains). Combined Arms Maneuver sets conditions for achieving strategic and policy goals.

d. We must return to the "Basics" of our Training Management Principles, to ensure we use our most limited resource - time - to get the most out of training events. I am particularly interested in a renewed emphasis on the following training: basic chemical, biological, radiological and nuclear (CBRN) training; aviation integration; command and control (C2) and full spectrum logistics on the move over long distances; integration of intelligence, synchronized Joint fires on the move; combined arms breach training; operations within built-up and populated areas; counter-improvised explosive device training; and comprehensive Soldier fitness/wellness training. Additionally, we expect commanders to conduct approximately 50 percent of their training at night. Many processes in our Army have atrophied over the last nine plus years to include maintenance management with operators 'owning' their equipment and conducting command maintenance; training management with company and battalion training meetings conducted to standard; and supply discipline and accountability.



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e. Output. Throughout each year we will provide an Army Force Package of one Corps headquarters, five Division headquarters, twenty brigade combat teams (BCT), and ninety thousand enabling forces (Enablers). This force package is commonly referred to as “1/5/20/90K,” and is used to fulfill valid Joint and Army requirements. Simultaneously in the T/R force pool we will designate and maintain a ‘Surge Force’ comprised of one Corps headquarters, three Division headquarters, ten BCTs, and 41K of Enablers to provide operational flexibility and strategic depth. This surge force is commonly referred to as “1/3/10/41K” and will be at varying levels of progressive readiness as surge force units approach their Available Force Pool Date (AFPD).

#### 5. Full Spectrum Operations Training.

a. In the next two years the Army will continue to transition towards achieving the CSA’s objective of a balanced force, with an objective Active Component (AC) Boots on the Ground (BOG): Dwell of 1:2 and Reserve Component (RC) of 1:4. We will produce a greater supply of units capable of fulfilling contingency requirements known as the Contingency Expeditionary Force (CEF). This general purpose force must have the ability to meet global contingency requirements by focusing on combined arms maneuver and wide area security in order to develop full spectrum capability. We are now an FSO Army and, as such, I expect combat arms, combat support and combat service support units to train on their FSO METL. Our commanders, brigade and above, will use the Headquarters, Department of the Army (HQDA) approved standardized METL and focus their unit’s training on METL tasks not assessed as ‘Trained.’ Proficient units are ones that are trained in their FSO METL.

b. Forces Command, in conjunction with the Training and Doctrine Command (TRADOC) and HQDA, has worked hard to help develop standardized FSO METLs for our ‘brigade and above’ units that reflect those fundamental doctrinal tasks that a unit was designed to perform in any operational environment. If a unit is assigned a mission it was not designed to perform, we will allow an augmentation of the HQDA standardized FSO METL. This occurs nine months prior to deployment for AC units and 24 months prior to deployment for RC units.

c. Full Spectrum training must include the synchronization of direct and indirect fires with maneuver, employ the breaching of obstacles during live fire, and consistently apply our growing intelligence, surveillance and reconnaissance (ISR) capabilities in our formations.

(1) During the T/R force pool, AC CEF BCTs must be company level maneuver and live fire proficient prior to their Maneuver Combat Training Center



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(MCTC) rotation and achieve battalion level maneuver and live fire proficiency by the end of the MCTC rotation. For BCTs (Heavy, Light and Stryker) maneuver company live fire proficiency is defined as completion of commander determined applicable gunnery tables and the conduct of a fire coordination exercise that integrates, as a minimum, engineers, mortars, and artillery. Reserve Component BCTs should train to platoon level maneuver and live fire proficiency prior to their MCTC and achieve company level maneuver and live fire proficiency by the end of the MCTC rotation.

(2) Functional/multi-functional CEF units will train to their designed level of employment and specific training proficiencies will be provided in detail in FORSCOM Circular 350-1, Training under ARFORGEN.

d. In order to achieve full spectrum proficiency, combat arms and functional commanders at brigade level must apply a training strategy that links home station training logically with the CTC training program.

6. Home Station (HS) Training. The goal for HS training programs is company level proficiency for the AC and platoon level proficiency for the RC.

a. Shift the collective training focus from exclusively irregular warfare to restoring our FSO capabilities. This is critical to a unit's progressive readiness in the ARFORGEN cycle, and our ability to achieve the proficiency level associated with training requirements for modular formations.

b. Combined Arms Training and Gunnery. Regaining our combined arms edge requires a return to the fundamentals. We have a combat experienced force and must build on that experience. Add complexity in planning and conducting combined arms operations as company teams and battalion task forces. Look outside installation boundaries to coordinate training with all type units to ensure all arms can function together as a unified maneuver force, over distance, day or night. Become proficient with all weapons systems. Proficiency includes the conduct of offensive live fire exercises as units are organized at platoon, company/team, battalion/task force, and brigade levels.

c. Command and Control Training. Units will conduct a minimum of one communications exercise (COMMEX) on their own tactical network in a field environment prior to going to a MCTC. The overall complexities of the multiple systems being used are difficult to master. However, we must coordinate and fuse our respective systems to ensure an efficient and accurate linkage of information from sensor to shooter. Units are to train to proficiency in network planning, digital tactical operations center (TOC) integration, information



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services, network operations, information assurance, and theater provided communications equipment.

d. Chemical, Biological, Radiological and Nuclear Training. Reinvigorate CBRN training. The CBRN training concepts and standards established in Army Regulation 350-1 and FORSCOM Regulation 350-1 remain valid to train CBRN basics at Soldier, leader and unit levels. Prioritize the donning of protective equipment, chemical detection, and decontaminating individuals and equipment in your training plans. Integrate CBRN training into all exercises for proficiency in CBRN defense tasks, to protect the force, and to potentially provide support to catastrophic incidents.

e. Integrated training environment (ITE). Commanders need to take advantage of live, virtual, constructive, and gaming capabilities and opportunities. The contemporary environment is a very decentralized one. Small units are operating independently on a scale not easily reproduced at home station. Look at integrating Battle Command Training Center (BCTC) simulations, where possible, into collective training in field exercises and gunnery to create constructive events and make the most of limited resources.

f. Counter-Improvised Explosive Device (C-IED) training and the gated training strategy. Improvised explosive devices (IEDs) are the number one killer of our Soldiers in combat. Forces Command endorses a systemic approach to counter this threat. The Army visualizes three Lines of Effort (LOE) for the C-IED fight: Train the Force (TtF); Defeat the Device (DtD); and Attack the Network (AtN). First, it is imperative that our training strategy trains the Soldier and leader to defeat insurgent IED tactics through an understanding of their operational environment, both enemy and friendly. Second, mitigate the effects of IEDs through unit planning, rehearsals and maneuver techniques that are not just reactive to IED events, but are proactive and predictive. Last, the networks behind IEDs must be targeted systematically to destroy the ability for sustained employment. This C-IED training cannot be done by itself; it must be integrated throughout our training spectrum to include our ISR efforts such as Company Intelligence Support Teams (ColST) and Biometrics.

g. Company Intelligence Support Team Training. The ColST is now an enduring capability through FY14. Beginning in FY11, BCT maneuver battalion S-2 sections are authorized a section of personnel designated to provide Military Intelligence analysts to support each maneuver battalion and company. Commanders who are not augmented with additional intelligence analysts may continue to form ColSTs from within their formation. Commanders must designate ColST members early within their ARFORGEN cycle and provide



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oversight and guidance to maintain team continuity. Use TRADOC's mobile training teams (MTTs) at home station to provide initial training to ColST personnel. Coordinate for this training during the FORSCOM Training Synchronization Resource Conference (TSRC). The ColST training sets are provided at each major FORSCOM installation and the two First Army (1A) National Guard (NG) mobilization training centers. Link home station and individual team training with collective training at battalion and brigade during CTC rotations.

h. Biometrics. Biometrics enables our forces to separate enemy combatants from the civilian population by identifying them through biometric modalities (i.e. finger print, iris scans, etc.). Employing biometric automated toolsets (BATs) and handheld interagency identification devices (HIIDEs) during home station training is vital to ensure we are prepared to employ biometrics properly as part of an integrated network at a MCTC and wherever deployed. We are resourcing this training with systems that can be used in the continental United States (CONUS) at our C-IED integration cells (CI2Cs). The desired outcome is biometrics integrated into a brigade's intelligence warfighting function at every level.

i. Foundry Intelligence Training Program. The Foundry Program provides funding for specialized intelligence-related individual and collective task training in support of commanders' ARFORGEN deployment or contingency mission requirements. It reduces the learning curve for Soldiers as they prepare to support FSO. Foundry leverages Army, Joint, and National Intelligence Community resources to build upon other institutional and unit training.

j. Logistics and Maintenance Training. Command logistics and maintenance is a prime time training event. Eliminate all distracters to maximize participation. We must get "Back to the Basics" by having Soldiers perform supply accountability as well as preventive maintenance checks and services (PMCS) supervised by leaders and conducted to standard. A decisively executed command supply and maintenance program focuses on all warfighting functions; provides feedback to the commander on the combat readiness of unit equipment; and, most importantly, gives Soldiers confidence in their vehicles, weapons, and personal equipment. The supply and PMCS certifications are part of the unit leader-development program and incorporated into command logistics operations and training.

## 7. Combat Training Center Program.

a. All AC and RC BCTs will execute one MCTC rotation during their ARFORGEN cycle. We will limit situational training exercises (STX) at the CTCs



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and return to accomplishing this training at home station as soon as possible. STX lanes training at the MCTCs will be by exception. The training time line for Deployment Expeditionary Force (DEF) and CEF units, both AC and RC differ and is provided below:

(1) Deployment Expeditionary Force (DEF) BCTs. Active Component DEF BCTs conduct their MRE, which is a maneuver CTC rotation, at 90 to 120 days prior to the latest arrival date (LAD). If a unit is assigned a mission it was not designed to perform, we will allow an augmentation of the HQDA standardized FSO METL nine months prior to deployment. The RC DEF BCTs will conduct either a CTC Mission Rehearsal Exercise (MRE) or Culminating Training Event (CTE) with 1A at a mobilization training center prior to deployment (this coordination is accomplished at the 1A run Joint Assessment (JA)).

(2) Contingency Expeditionary Force (CEF) BCTs. Active component CEF BCTs will execute a maneuver CTC rotation at the 15 to 18 month mark from the beginning of the RESET Force Pool (RESET + 15 to 18 month). This occurs while in the T/R force pool. All CEF BCTs will conduct a CTC rotation prior to being designated as a Surge Force unit. The RC CEF BCTs execute a maneuver CTC rotation either late in the RCs T/R 3 year or early in the AFP year. A CEF BCT that is later designated as a DEF conducts a CTE prior to deployment. All CEF BCTs focus their MCTC rotation on FSO (combined arms maneuver and wide area security) and mission command on the move. Additionally, CEF BCTs conduct combined arms breaching operations, combined arms offensive live fire, maintain mission command while on the move, and develop offensive minded logistical systems (e.g., refuel on the move) as a part of their CTC rotation. The goal remains to do approximately 50 percent of these operations at night.

b. Corps, Divisions, and Functional/Multifunctional Brigades.

(1) Designated Expeditionary Force Corps and Divisions will participate in a Battle Command Training Program (BCTP) Battle Command Seminar (BCS) followed by a Unified Endeavor (UE) exercise culminating training event (CTE) conducted prior to their deployment. DEF Functional/Multifunctional brigades will participate in a Battle Command Seminar and will embed into a corps/division UEx as their CTE. If a UE is not available, the brigades will coordinate for an alternate CTE. Requests for an alternate CTE are approved by the Commanding General (CG) FORSCOM on an exception only basis. Acceptable alternate exercises include senior commander-directed home station exercises developed and evaluated by BCTP, 1A Maneuver Training Center exercises, and aviation training exercises (ATXs). Non-validating or certifying Functional/Multifunctional



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technical collective training events, such as command post exercise-sustainment (CPX-S), are conducted prior to the CTE. Commanders are required to coordinate training venues during the TSRC. For RC units, commanders coordinate training venues at 1A's JA and the Readiness Assessment Conference. Senior commanders ensure training for units below brigade level is accomplished within the ARFORGEN construct and in accordance with the training documents available on the Army Training Network (ATN).

(2) Contingency Expeditionary Force Corps and Divisions will conduct a BCTP Battle Command Seminar early in the T/R force pool and will conduct a Corps/Division Full Spectrum Exercise (FSX) at Return + 15 to 18 months. Contingency Expeditionary Force Functional/Multifunctional brigades will conduct a BCTP Battle Command Seminar early in the T/R force pool and will embed in a Corps/Division exercise at Return + 15 to 18 months.

c. Security Force Assistance (SFA) Training. The formation, training and mentoring of host nation security forces is a key mission for our Army. Our near term focus will continue to be providing Central Command (CENTCOM) with BCTs that are prepared to execute the SFA mission with augmentation of trained combat advisors. The 162D Infantry Brigade at Fort Polk will execute this training in coordination with the CTCs, training deploying BCTs in the T/R pool. Key gates during this training will be the COIN seminar, Leader Training Program (LTP), combat advisor training and the MRE. We are currently developing the ability to provide advisor training to Regionally Aligned Brigades (RABs) which will support all combatant commanders' security cooperation initiatives.

d. Support to Regionally Aligned Brigades. This new CEF mission concept applies to designated modular support brigades or BCTs (AC and RC) designated during RESET. The unit must be proficient in the FSO METL and have completed any Combatant Command required training to include cultural language training and the 162d Infantry Training Brigade SFA modules prior to the AFPD.

e. Rotational Support. Commanders should anticipate and prepare to provide observer/controller and opposing force augmentation in support of brigade's CTC rotations and as required for sister BCT rotations across the force. These support missions are training opportunities to 're-blue' junior leaders on core war-fighting skills. Rotational support requirements are provided in the quarterly FORSCOM CTC Execution Order published immediately after every TSRC.

f. Lessons Learned. The CTCs and units will continue to provide training feedback to TRADOC and the Center for Army Lessons Learned to assist in quickly disseminating lessons to the force. Brigade Combat Teams will conduct



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an after action review (AAR) with the CTCs within 60 days of re-deployment to facilitate rotational improvements for follow-on forces.

8. Joint and Army Exercises. Contingency Expeditionary Force units can anticipate participation in Joint and Army exercises while in the AFP.

a. Army exercises should incorporate ARNG and USAR units, the Individual Ready Reserve, and Individual Mobilization Augmentees. Within ARFORGEN, FORSCOM coordinates RC participation in HQDA exercises and exercises conducted under the Joint Exercise Program using the Army Training Information Management System (ARTIMS).

b. Contingency Expeditionary Force units such as the global response force (GRF), CBRN Consequence Management Response Force (CCMRF), or those on a Prepared To Deploy Order (PTDO) can expect no-notice deployment readiness exercises.

c. Army Force Generation enables us to leverage units in both the T/R and AFP to satisfy Army Service and Joint training requirements. Units in the early stages of collective training can expect to participate as response cells in major Joint training events. Brigade and above units in the AFP can expect taskings to provide fully operational command posts to Joint training events.

9. Training Management. Our Army is the best Combat Force in the world. We need to regain our edge as the best trainers in the world. We do this by following and enforcing our training doctrine and reinstituting training management inside all of our formations.

a. Composite Risk Management (CRM). Composite Risk Management is an essential ingredient of readiness and is integrated into all of our planning, preparation, and execution processes as a holistic approach to making sound decisions. Conducting CRM to standard is key. There is no training mission or task so important that justifies compromising safety. Make CRM and the enforcement of risk mitigation measures a routine part of daily business.

b. Digital Training Management System (DTMS). The DTMS is designed to assist in resourcing, tracking, and scheduling of individual and unit training. More importantly, in an era of shrinking resources, DTMS helps us effectively track the cost of training for FSO while ensuring the Army has the visibility to resource our units. Use DTMS, and ensure each brigade headquarters and each battalion within the brigade has a primary and alternate DTMS program manager/master trainer.



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c. Mission Training Brief (MTB). The annual MTB must focus on my training priorities. The format should capture Sustain, Prepare, RESET, and Transform. Additionally, I expect commanders to address the topics listed in enclosure 2.

d. Air (Flying Hours) and Ground Operations Tempo (OPTEMPO) Use and Reporting. As outlined in the FORSCOM OPTEMPO management instructions (published annually), BCTs and Army aviation units project and report training execution data monthly to this headquarters. Aggressive management of the air and ground OPTEMPO program is critical, as Overseas Contingency Operations (OCO) funds continue to decline. I expect you to operate within your programmed OPTEMPO budget.

e. Guidelines for Migrating OPTEMPO Funds. Commands may not migrate OPTEMPO funding (ground or air) for non-OPTEMPO programs without prior coordination and approval by this headquarters and HQDA. Forces Command units will comply with HQDA policy regarding migration of OPTEMPO funds. Forces Command and HQDA recognize that there may be exceptions; however, by design, few migration requests are approved. All commands, without exception, must receive authorization from FORSCOM prior to using OPTEMPO funds to pay for non-OPTEMPO requirements.

f. Officer Education System (OES)/Noncommissioned Officer Education System (NCOES) training. Professional military education (PME) for officers and noncommissioned officers are priorities for Commanders, Command Sergeants Major (CSMs), and First Sergeants (1SGs) – particularly during RESET. Units are required to track the progress of Soldiers and manage school seats. Use MTTs to support home-station PME, as necessary. Officer professional development and NCO professional development (battalion level and above) must focus on leader development and doctrine. Unfilled school seats is a readiness issue -- Commanders ensure compliance.

g. Mild Traumatic Brain Injury (mTBI) and Post Traumatic Stress (PTS) training. Place high priority on mTBI/concussive injury and PTS training. Educating the force is paramount to changing the culture and reducing the stigma. The central theme of the training is to produce an educated force trained and prepared to provide early recognition, treatment, and tracking of non-visible injuries in order to protect Soldier health. Getting our Soldiers to the proper medical care is key to the overall readiness and health of our force.

10. Summary. Our mission is to stay trained and ready. Know and understand the ARFORGEN process and incorporate lessons learned in your training. Forces Command Circular 350-1, Training Under ARFORGEN, will provide our Soldiers



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and leaders with detailed written guidance for executing ARFORGEN. We must be expeditionary, capable of deploying quickly, rapidly seizing the initiative, and winning decisively. We will maximize opportunities to train as part of a joint and integrated team. Our country depends on us to be prepared to conduct FSO. Leadership has always given our Army the edge. Disciplined leaders and Soldiers understand, communicate, live the Army values, and are always accountable for their actions. As always, our Soldiers remain the "Strength of the Nation." *I'll meet you on the high ground!!!*

2 Encls

1. References
2. MTB Topics

  
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#### ENCLOSURE 1 – References

This guidance will supplant outdated guidance found in FORSCOM Regulations 220-2, 350-1, 350-2, 350-4, 350-50-1, 350-50-2, and Training Support XXI.

- a. Training Support XXI, Campaign Plan, 1 Oct 99.
- b. FORSCOM/ARNG/USAR Regulation 350-2, Reserve Component Training, 27 Oct 99.
- c. FORSCOM Regulation 350-50-1, Training at the National Training Center (NTC), 1 Jul 01.
- d. FORSCOM Regulation 350-50-2, Final Coordinating Draft, v 26 Jan 01, Training at the Joint Readiness Training Center (JRTC), 15 Jul 01.
- e. FORSCOM Regulation 350-1, Active Duty Training for FORSCOM Units, 25 Oct 02.
- f. FORSCOM Regulation 350-4, Active Component (AC)/Reserve Component (RC) Partnerships, 24 Mar 03.
- g. FORSCOM Regulation 220-2, Reserve Component Training Assessment, 1 Apr 03.
- h. Memorandum, HQDA, 25 Jan 05, subject: Army-wide Fielding of the Digital Training Management System (DTMS).
- i. Memorandum, HQDA, 11 Jan 06, subject: Implementation of the Digital Training Management System (DTMS).
- j. Army Campaign Plan, Change 4, Appendix 2, ARFORGEN Training, to Annex F (Army Force Generation), 27 Jul 06.
- k. Secretary of Defense Memorandum, 19 Jan 07, subject: Utilization of the Total Force.
- l. Memorandum, SecDef, 19 Jan 07, subject: Utilization of the Total Force.
- m. Memorandum, SecDef, 15 Mar 07, subject: Revised Mobilization/Demobilization Personnel and Pay Policy for Reserve Component



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Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks – Section 1.

n. Army Regulation 350-1, Army Training and Leader Development, 3 Aug 07 (this edition remains in effect until 18 Jan 10).

o. EXORD 150-08 with FRAGOs, HQDA, 29 Feb 08, subject: Reserve Component Deployment Expeditionary Force Pre- and Post-Mobilization Training Strategy.

p. Memorandum, HQDA, DAMO-TRT, 10 Nov 09, subject: Army Training Strategy (ATS).

q. Army Regulation 350-1, Army Training and Leader Development, 18 Dec 09 (effective 19 Jan 10).

r. 2010 Army Posture Statement, A Statement on the Posture of the United States Army 2010, 19 Feb 10.

s. EXORD, HQDA, 6 Apr 10, subject: Comprehensive Soldier Fitness.

t. Memorandum, FORSCOM, 16 Aug 10, subject: Mission Training Briefs, Fiscal Year 2011 (FY11)

u. Web site, <https://forums.bcks.army.mil> (C-IED forum), 1A Book of Standards.



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#### ENCLOSURE 2 – Mission Training Briefing Required Topics

1. Brief relevant issues related to BCT, brigade, and functional units' ability to conduct training. Topics should be executive level areas of interest and the status within the ARFORGEN operational cycle.
2. Brief the status of all levels of NCOES (Warrior Leader Course, Advanced Leader Course, Senior Leader Course).
3. Brief resourcing and readiness benchmarks/impacts as they relate to OPTEMPO for training, support, and/or mission preparation. Prior to citing funding issues, commands are reminded to consider the issue as it pertains to requirements and priorities. Should funding still be an issue, allow your staff G-8 and Mission Support Element resource manager, in coordination with the FORSCOM G-8, to address/resolve the issue prior to raising its inclusion in the MTB presentation.
4. Brief other areas of interest include:
  - a. C-IED training programs.
  - b. Functional units on other installations which are attached to your subordinate units for Training and Readiness Authority.
  - c. Command's status in compliance and use of Digital Training Management System.
  - d. Issues related to medical non-ready.
  - e. Training issues related to CBRN.